

A.D. 2.7, Training and Staff Development

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1. Policy. The Department shall provide training and staff development programs for all employees to enhance the knowledge, skills, and abilities necessary to conform to agency policies and procedures. Training shall be provided on a planned and continuous basis to increase the overall proficiency of the workforce by contributing to personal and professional development. Training and staff development programs shall be provided in an equitable and nondiscriminatory manner to Department employees.
2. Reference and Authority.
  - A. Connecticut General Statutes, Section 18-81.
  - B. American Correctional Association, Standards for the Administration of Correctional Agencies, Second Edition, April 1993, Standards 2-CO-1C-01, 2-CO-1D-01 and 2-CO-1D-04.
  - C. American Correctional Association, Standards for Adult Probation and Parole Field Services, Second Edition, March 1981, Standards 2-3059 through 2-3068, 2-3071 and 2-3072.
  - D. American Correctional Association, Standards for Adult Correctional Institutions, Third Edition, January 1990, Standards 3-4070, 3-4091, 3-4217, 3-4334.
  - E. American Correctional Association, Standards for Adult Local Detention Facilities, Third Edition, March 1991, Standards 3-ALDF-1D-01 through 3-ALDF-1D-22 and 3-ALDF-1G-06, 3-ALDF-4E-09.
  - F. American Correctional Association, Correctional Standards Supplement, January 1990, Standards 130-1, 131, 132, 2-3060-1, 2-5076, 2-5078 and 2-5078-1.
  - G. American Correctional Association, Standards for Correctional Training Academies 1-CTA-1A-01 through 1-CTA-IF-04.
  - H. Administrative Directives 2.6, Honor Guard and Bagpipe and Drum Band; 6.5, Use of Force; 6.11, Canine Unit; and 7.4, Emergency Response Units.
3. Definitions. For the purposes stated herein, the following definitions apply:
  - A. Continuing Education. Workshops, seminars, conferences and job related learning programs that are offered outside of the agency.
  - B. Continuing Education Units. The credits received for participating in continuing education.
  - C. Direct Contact Employee. An employee who has daily or regular supervision of inmates as part of the employee's job.
  - D. In-Service Training. On-going training, to include on the job training, provided to each employee following completion of the pre-service orientation training which serves as refresher training and as a mechanism for the dissemination of new information and the acquisition of new skills.
  - E. Management and Supervisory Training. Training for employees in management and supervisory positions to equip them with the knowledge, skills and abilities to effectively manage the Department's resources.
  - F. Non-Direct Contact Employee. An employee who has little or no supervision of an inmate as part of the employee's job.

- G. On the Job Training (OJT). Employees under the supervision of facility staff experience a variety of facility posts/operations. Each location visited requires a sign off by the trainer and trainee on the OJT package. This training shall be credited to the employee's training record. OJT is a mandatory part of pre-service training and may be a component of in-service training when an employee changes a shift or transfers between facilities.
  - H. Pre-Service Training. Training designed to provide a newly hired employee with the basic knowledge, skills and abilities needed prior to assuming official job duties as a Department employee.
  - I. Professional Development Workshops. Programs which are designed to enhance the personal, technical and professional development needs of a particular group.
  - J. Staff Development. The personal and professional growth of an employee.
  - K. Training. An organized, planned, documented and evaluated activity designed to achieve specific result.
  - L. Training Needs Analysis. The routine evaluation and recommendation of departmental training requirements.
  - M. Administrative Training Advisory Committees. An advisory training committee, including the Commandant of the Center for Training and Staff Development, managers from central office and operational units, that reviews and approves the annual training plan for the Center for Training and Staff Development.
  - N. Staff Orientation Package. Training provided to new employees to familiarize them to correctional basics and facility specifics. Orientation Package material requires a sign off by the trainer and trainee and shall be credited to the employee's training record.
4. Training Organization and Management. The Commandant of the Center for Training and Staff Development shall be responsible for:
- A. The assessment and identification of training.
  - B. The design, development and delivery training and staff development programs.
  - C. The development, certification, and monitoring of instructors.
  - D. The coordination and delivery of training and staff development programs available from public and private agencies, private industries, colleges, universities, libraries and other appropriate sources.
  - E. The coordination of training advisory committees.
  - F. The certification of trainees in special skill areas as required.
  - G. The evaluation of programs coordinated through the Center for Training and Staff Development.
  - H. The overall operation and management of the Center for Training and Staff Development.
  - I. The supervision of all training staff.
  - J. The supervision, documentation and maintenance of a training record for each employee.
  - K. The preparation of an annual training plan for the Department that formulates goals and measurable objectives for the Center for Training and Staff Development.
  - L. Making recommendations to the Commissioner concerning training and staff development to improve the overall effectiveness of the

Department.

M. The review and approval of all training programs utilized by the agency.

5. Pre-Service Training Program. Each newly hired direct contact employee shall successfully complete a Pre-Service Training Program. Successful completion shall include passing core curricula tests and abiding by the regulations of the Department and the Center for Training and Staff Development. Criteria for successful completion shall be given to each new employee as part of the pre-service program. A newly hired employee in the NP-4 contract bargaining unit may be required to attend pre-service training on a live-in residential status at the Center for Training and Staff Development.

A. Direct Contact Employee. Newly hired employees with direct inmate contact shall complete a minimum of 210 hours of pre-service training which shall include, but not be limited to, a core curriculum of the following:

1. Department Mission;
2. Prison Environment;
3. Inmate Supervision;
4. Interpersonal Communication Skills;
5. Report Writing;
6. Use of Force;
7. Disciplinary Procedures;
8. Infectious Diseases/Acquired Immune Deficiency Syndrome (AIDS) and Tuberculosis (TB);
9. First Aid/Cardio-Pulmonary Resuscitation (CPR);
10. Behavior Management;
11. Legal Issues;
12. Key and Tool Control;
13. Security Procedures;
14. Special Management Inmates;
15. Suicide Prevention;
16. Substance Abuse;
17. Hostage Situations;
18. Site Sensitization;
19. Emergency Procedures;
20. Contraband Control;
21. Fire Safety;
22. Overview of Correctional Counseling;
23. Ethics and Professionalism;
24. Mail Procedures;
25. Visiting Procedures;
26. Transportation of Inmates;
27. OSHA Requirements; and
28. Weapons Orientation;
29. Affirmative Action and Sexual Harassment;
30. Cultural Diversity;
31. Employee Assistance Program; and
32. Workplace Violence.

In addition, physical training shall be included in the program. Direct inmate contact employees must receive a minimum score of 70

percent on core curricula tests, with 84 percent on the CPR courses. Remediation and retest shall be afforded to those who fail a test. If a trainee fails a core curriculum module, the employee shall be afforded remediation and/or retest. An accumulation of three (3) failures, test or retest shall result in termination. All cadets must successfully pass all core curriculum subject matter no less than 60 days prior to the conclusion of the cadet's working test period.

Termination may also occur for any violation of the rules and regulations for the Center for Training and Staff Development. In addition to the initial working test period Correction staff shall be required to successfully complete a 10 week orientation training program. Permanent status shall not accrue until successful completion of the 10 week program and the working test period. Training shall be conducted at the Center for Training and Staff Development or another designated location. Orientation to the facility and the various posts shall be handled by Training Officers, Correctional Officers, First Class or supervisory staff. All direct contact employees shall be required to complete an on-the-job custody training component, to include post familiarization in the assigned facility. All employees shall attend pre-service training prior to facility assignment.

- B. Health Services Personnel. Health Services personnel shall be required to complete a minimum of 210 hours of pre-service training to include many of the security-related topics mentioned in Section 5(A) above, as well as issues specific to the health services field. Health Services personnel shall follow all the testing requirements, rules and regulations as outlined in Section 5(A) above.
- C. Non-Direct Contact Employee. A newly hired non-direct contact employee shall receive 40 hours training. Employees will be notified of this training schedule through their facility in coordination with Human Resources. Non direct contact employees will receive an orientation from the field training staff prior to attending the training. Such training includes, but shall not be limited to:
  - 1. Department Mission;
  - 2. Organization;
  - 3. Directives;
  - 4. Basic Security Procedures;
  - 5. Emergency Procedures;
  - 6. Programs;
  - 7. Behavior Management;
  - 8. Ethics/Professionalism;
  - 9. Inmate Programs;
  - 10. Cultural Diversity;
  - 11. CPR;
  - 12. Workplace Violence;
  - 13. Affirmative Action and Sexual Harassment; and
  - 14. Employee Assistance Program.

In addition, training specifically designed to address a job or task assignment may be required. A certificate of completion shall

be awarded to each non-direct contact employee who successfully completes pre-service training. All non-direct contact employees may be required to attend a one (1) day site sensitization orientation.

- D. Volunteers. A newly assigned volunteer shall complete, at a minimum, a one (1) day orientation training program prior to providing volunteer services. Such training shall be provided by the Director of Volunteer Services and shall include, but not be limited to:

1. Department Mission;
2. An overview of Department Directives;
3. Volunteer Programs; and
4. Facility Security Procedures.

- E. Part-Time Staff. All facility part-time staff and contract personnel shall receive a minimum of 40 hours pre-service orientation and additional training as needed.

- F. Management and Supervisory Training. All newly appointed and hired managers and supervisors shall attend a minimum five (5) day course in correctional supervision within six (6) months of the date of hire or effective date of promotion. In addition, the training shall include a three-credit college course in correctional practices. Subsequent in-service training for managers and supervisors shall consist of 40 hours annually ranging from core department courses to professional development programs offered by public and private agencies, colleges/universities, as well as correctional seminars and conferences.

- G. Classification Caseworker Training. All caseworkers shall be trained in correctional casework within six (6) months of the date of hire or effective date of promotion. Training shall include, but not be limited to familiarization in Caseload Management I and II as listed below:

1. Classification of inmates;
2. Responding to inmate requests;
3. Completing applications and forms;
4. Inmate orientation;
5. COLLECT and other computer training;
6. Responding to public and private inquiries;
7. Completing legal documents and other related duties;
8. Introduction to Addiction Services;
9. Victim Services;
10. Sex Offender registration requirements; and
11. Special Needs Offenders (i.e., sex offenders, offenders who are mentally disabled or mentally retarded, offenders with mental health issues or medical issues, handicapped offenders, geriatric or youthful offenders, violent/assaultive offenders, and protective custody offenders).

6. On the Job Training (OJT). Each unit shall provide for a formalized On the Job Training Program. Such program shall include specific information and hands-on training for each position, which provides the basic skills and/or job knowledge necessary to satisfactorily perform

the requirements of the particular position. The OJT program shall have a standardized overall format for each position throughout the Department. A unit may customize the specifics within the format to meet the individual requirements and/or particulars of the unit. Each unit's OJT program shall be reviewed by the Unit Administrator and approved by the Commandant of the Center for Training and Staff Development prior to implementation.

Each OJT program shall be coordinated, supervised and evaluated on a daily basis by Field Training Officers, in conjunction with the shift/unit supervisor. The staff member(s) supervising the unit's OJT participants shall, at a minimum, be responsible to observe and evaluate the trainee on a daily basis. The supervisor(s) shall review and document the training with the participants and respond to questions or concerns the trainees may have and/or concerns that the supervisor(s) may have with the trainees. The supervisor(s) shall address any unsatisfactory performance and shall document such.

A new staff member shall be required to satisfactorily complete the OJT program in order to continue in the hiring process.

7. In-Service Training. Each employee shall receive in-service training following completion of pre-service training and each year thereafter. An employee who completes the pre-service training prior to July 1st, shall be required to attend the in-service training for the upcoming fiscal year. The Unit Administrator shall ensure that each employee is assigned yearly. Training and attendance records shall be maintained at the Center for Training and Staff Development and non-emergency leave for training an employee shall not be approved during scheduled training. A training day shall be an eight (8) hour block of time.
  - A. Direct Contact Employee. Each direct contact employee shall receive a minimum of 40 hours of in-service training annually. Such training shall be based on the department's approved training plan and consistent with the operating needs of the agency's facilities and units.
  - B. Non-Direct Contact Employee. Each non-direct contact employee shall receive a minimum of 16 hours of in-service training annually. Such training shall be based upon recommendations of the Center for Training and Staff Development training staff and consistent with the operating needs of the agency's facilities and units.
8. Emergency Response Units.
  - A. Correctional Emergency Response Team (CERT).
    1. Orientation. A prospective CERT member shall be required to pass the physical agility test, in accordance with Administrative Directive 7.4, Emergency Response Units. CERT members shall receive a minimum of 96 hours of CERT Orientation training prior to assignment as a CERT member in topics which include, but are not limited to:
      - a. Disturbance control-formations and tactics;
      - b. Administrative Directive 6.5, Use of Force;

- c. Certification in Category I chemical agents;
- d. Squad and Team tactics;
- e. Use of PR-24;
- f. Behavior Management Techniques; and
- g. Firearms Qualification.

- 2. Refresher Training. A minimum of 48 hours per year of refresher training in CERT topics in addition to scheduled in-service training shall be provided for all designated CERT members. Training records shall be maintained at the Center for Training and Staff Development by the CERT Commander to ensure compliance.

B. Special Operations Group(SOG).

- 1. SOG Orientation. A prospective SOG member shall be required to pass a physical agility test, an obstacle course and a psychological screening prior to attending SOG orientation training. SOG members shall receive a minimum of 48 hours of SOG orientation training prior to being certified as a SOG member. Orientation training topics include, but shall not be limited to:

- a. Tactical Planning;
- b. Team Deployment;
- c. Restraint Tactics;
- d. Close Quarter Countermeasures;
- e. Response Planning;
- f. Close Quarter Riot Control;
- g. Dynamic Clearing;
- h. Recovery;
- i. Unarmed Hostage Rescue;
- j. Tactical Rappelling; and
- k. Qualification with Department weapons.

- 2. Refresher Training. A minimum of 96 hours per year of refresher training in SOG topics, in addition to scheduled in-service training, shall be provided for all designated SOG members. Training records shall be maintained at the Center for Training and Staff Development by the SOG Commander to ensure compliance.

- C. Sitcon Crisis Negotiation Training. An applicant selected for the Sitcon Team will be required to successfully complete a two-week certification program. The curriculum of this training program shall include, at a minimum: the negotiation process and principles of negotiation; intelligence gathering and debriefing techniques; high risk factors; and crisis simulation. After successfully completing the certification training program, Sitcon negotiators shall attend 48 hours of specialized training annually.

- 9. Firearms. Firearms training shall require initial certification and annual re-certification. Each student shall be evaluated on proficiency through written exam, and performance test. All standards shall be based on the approved Department of Correction Firearms Training

curriculum. All staff members shall receive legal issues, use of force, familiarization, demonstration, and lecture on firearms applicable to their facilities and/or Tactical Operations Unit needs.

10. Chemical Agents. Category 1 and 2 chemical agents shall require initial certification and annual re-certification. Each student will be evaluated on competency through written exam and performance test.
11. Canine Training. Each employee assigned as a canine handler shall complete an approved Patrol Dog Handling course. All additional training shall be determined by the Chief of Tactical Operations in consultation with the Commandant of CTSD and in accordance with Administrative Directive 6.11, Canine Unit.
12. Honor Guard. Each member of the Honor Guard shall successfully complete 16 hours of training in accordance with A.D. 2.6, Honor Guard and Bagpipe and Drum Band, prior to assuming Honor Guard duty.
13. Addiction Services Counselor Training. Addiction Services counseling staff shall be required to complete a minimum of 30 hours of substance abuse specific training per year after the first year of employment in accordance with the requirements for certification through the Connecticut Certification Board.
14. Professional Development Workshops (PDW). Training which is specialized and requires resources not available within the Department of Correction may be provided through the Department of Administrative Services Professional Development Workshops (PDW). The Commandant of the Center for Training and Staff Development shall approve and coordinate all PDWs and training contracts.
15. Education Opportunities. The Commandant of CTSD shall establish associations with academic institutions for the purpose of coordinating higher educational opportunities for employees and accreditation for Center training programs. Credits awarded or received may not be at the expense of the Department.
16. Continuing Education. Staff attending work related courses, seminars, workshops or conferences outside of the Department shall be responsible for supplying documentation of program completion to the appropriate Unit Administrator, Commandant or designee to obtain credit for training hours.
  - A. Attendance at a continuing education program, while normally scheduled for duty, shall be approved by the Unit Administrator.
  - B. Requests for attendance at out-of-state programs shall be submitted to the Unit Administrator 60 days prior to the date of the program.
  - C. Programs providing Continuing Education Units may be applicable toward the required annual 40 hours of in-service training.
  - D. Criminal Justice courses that provide college credit, and are specifically relevant to a correctional occupation, may be applied to the non-mandatory portion of the 40 hours of required training.
17. Management Leadership Training. Participation in management leadership training shall be coordinated by the Center for Training and Staff

Development. CTSD shall send announcements and applications to all managers regarding various management leadership training opportunities. Information about the programs shall be published in the Department's bi-weekly newsletter. CTSD shall collect all applications for review by a committee designated by the Deputy Commissioner of Programs and Staff Development. The list of candidates selected by the committee shall be forwarded to the Deputy Commissioner of Programs for final selection. After final selection of attendees is made, the Center shall forward on the names of approved candidate(s) to the appropriate admissions office. All applicants shall be notified of admissions decisions via letter. The Department shall sponsor the selected candidate(s) and may pay all fees and costs.

18. Evaluation. All employee based training shall be evaluated for quality and effectiveness in meeting training objectives.
19. Exceptions. Any exception to the procedures in this Administrative Directive shall require written approval from the Commissioner.